MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2022/2023 (TERM ID 2210)

DBS5014 – BUSINESS MANAGEMENT

(All sections/Groups)

13 FEBRUARY 2023
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 7 pages with 2 sections.
2. Attempt **ALL** questions in Section A and Section B. The distribution of the marks for each question is given.
3. Please write all your answers for Section A on the OMR form provided and all answers for Section B in the Answer Booklet provided.

SECTION A: Multiple Choice Questions (20 Marks)

1. Nancy is very concerned about the formal framework by which job tasks are divided, grouped, and coordinated within her unit. This indicates that she is concerned about _____.
   A. decentralization
   B. the organisational chart
   C. the chain of command
   D. the organisational structure

2. Candy has noticed that everyone is very concerned about the line of authority within the organisation. This implies that the employees at the organisation are worried about the _____.
   A. unity of command
   B. span of control
   C. chain of command
   D. chain of control

3. Following are the characteristics of a mechanistic organisation **EXCEPT** _____.
   A. high formalisation
   B. narrow span of control
   C. free flow of information
   D. clear chain of command

4. _____ is the process by which managers ensure that they have the right number and kinds of capable people in the right places and at the right times.
   A. Office planning
   B. Human resource planning
   C. Inventory planning
   D. Financial planning

5. If an employee has been asked to complete a questionnaire about his job duties and the qualifications, he believes a candidate for his position should have. The employee is participating in a _____.
   A. job review
   B. job interview
   C. job survey
   D. job analysis

6. A disadvantage of using employee referral is _____.
   A. it may not increase the diversity and mix of employees
   B. it generates many unqualified candidates
   C. it is limited to entry level positions
   D. it is not effective in reaching older or senior candidates

Continued ...

7. In organisations, people who act as catalysts and assume the responsibility for managing the change process are called _____.
   A. managers
   B. champions
   C. change agents
   D. inventors

8. The main reason for the organisations need change is _____.
   A. external and internal factors create the forces for change
   B. employees get bored with the status quo
   C. the environment is stable
   D. the future is unpredictable

9. VUCA stands for _____.
   A. volatility, uncertainty, certainty, and ambiguity
   B. volatility, uncertainty, complexity, and ambiguity
   C. vision, understanding, clarity and ambitious
   D. vision, understanding, complexity and ambitious

10. The employees at Rainbow Tech Sdn Bhd are complaining that the supervisors tend to pick favourites within their departments. Company policies are not equally implemented, and the favourites are not disciplined for safety violations. These employees are complaining about _____.
    A. satisfaction
    B. dissatisfaction
    C. hygiene factors
    D. motivators

11. Melisa always takes charge of the situation and gets people moving toward the group's objective. Melisa probably has a high need for _____.
    A. achievement
    B. power
    C. affiliation
    D. relationship

12. Bryan was challenged by his father to run a 10km marathon and he kept telling himself "I think I can. I think I can." Bryan was _____.
    A. low in commitment
    B. high in affiliation
    C. low in risk avoidance
    D. high in self efficacy

Continued ...

13. As part of Red Apple Corporation, Elsa is able to influence others and possess the managerial authority. She is **BEST** known as _____.
    A. an entrepreneur
    B. a leader
    C. a president
    D. a visioner

14. Harish is known for being fair, helpful, and understanding. He even helped a subordinate to overcome a personal crisis. Which one of the following dimensions of leadership is Harish displaying here?
    A. Initiating structure.
    B. Task orientation.
    C. Employee orientation.
    D. Consideration.

15. Ram is a manager who consults with subordinates and uses their suggestions before making decisions. According to the Path-Goal Theory, Ram exhibits _____ type of leadership behaviour.
    A. participative
    B. directive
    C. supportive
    D. achievement oriented

16. Angel receives more attention and information from her supervisor than some of her co-workers. Because she feels "special," she puts more effort into her performance and scores higher on her evaluations. According to the LMX theory, Angel is a/an _____.
    A. out-group member
    B. in-group member
    C. high achiever
    D. protégé of her supervisor

17. Good communication happens only when the recipient _____.
    A. understands the speaker's meaning
    B. agrees with the sender's message
    C. makes eye contact with the speaker
    D. acknowledges the message

18. In which one of the following cases is communication used to control employee's behaviour?
    A. Gwen lets Annie know that the deadline for her project has been postponed.
    B. Christina gives Vijay tips on how to improve his performance.
    C. Wan informs Zara that she must follow the dress code at work.
    D. Mandy tells Mike that she's happy with the progress he's making.

Continued ...

19. The message is converted to a symbolic form during the communication process. This process is called _____.
    A. symbolizing
    B. decoding
    C. encoding
    D. numbering

20. Which one of the following is an example of a disturbance that interferes with the transmission of a message?
    A. Adding your contact information at the end of an e-mail message.
    B. Thinking about the party you attended last night while sitting in a lecture.
    C. Leaving a message on the voice mail when you cannot reach someone.
    D. Sending unsolicited sales messages to prospects.

(Total: 20 marks)

SECTION B: Structured Questions (80 Marks)

QUESTION 1

(a) Define the following terms:
    (i) Organisational design (2 marks)
    (ii) Work specialization (2 marks)

(b) Explain the term 'organising' and state any **THREE (3)** purposes of organising. (5 marks)

(c) List **FIVE (5)** forms of departmentalization. (5 marks)

(d) Star Technologies Sdn Bhd wants to restructure the work schedule in its organisation. Describe **THREE (3)** options available to them in terms of flexible work arrangements. (6 marks)

(Total: 20 marks)

Continued ...

QUESTION 2

(a) Define the following terms:

(i) Recruitment (2 marks)

(ii) Decruitment (2 marks)

(b) Figure 1 shows the human resource management process. Fill in the last **FOUR (4)** activities involved in the process. (4 marks)

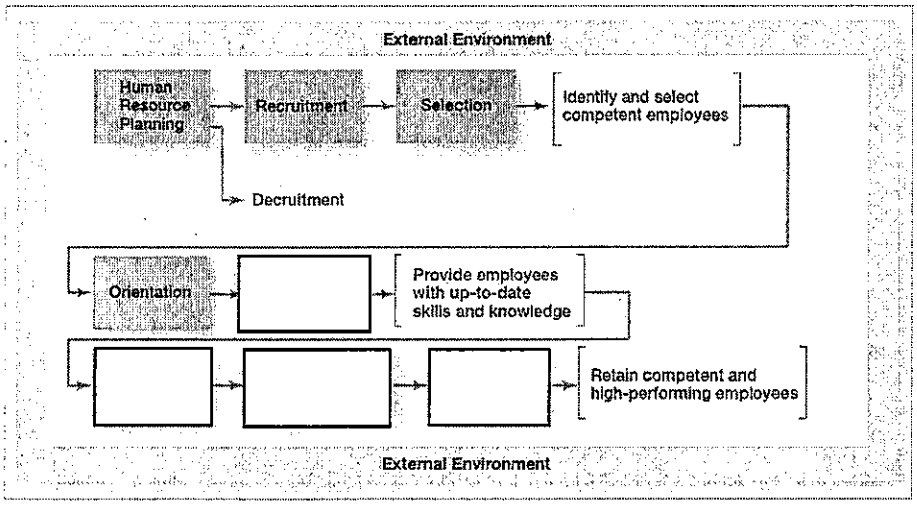

Figure 1

(c) In an interview, you were told that the job would be really exciting and rewarding, but you have to work for longer hours. Which type of interview could be related to this example? Explain. (4 marks)

(d) Siew Lan, an operation manager is considering the technology-based training methods that could be used to develop her employees' skills. List and explain any **FOUR (4)** technology-based training methods that she could implement in her organisation. (8 marks)

(Total: 20 marks)

Continued ...

QUESTION 3

(a) Identify any **TWO (2)** of the external and **TWO (2)** of the internal forces of change. (4 marks)

(b) Briefly describe **FOUR (4)** main areas of change. (12 marks)

(c) Refer to statement 1 and answer the following question.

> *Workers in Lollipop Manufacturing Sdn Bhd seem to reject a simple new manufacturing method that has been shown to increase company sales because they say, "That is not the way we do things around here."*

Statement 1

Based on the scenario in Statement 1, why do you think that the workers resist to change? Provide at least **FOUR (4)** reasons. (4 Marks)

(Total: 20 marks)

QUESTION 4

(a) Figure 2 shows a 5 - layered triangle which represents Maslow's Hierarchy of Needs. Fill each layer with the relevant needs. *(*Draw Figure 2 in your answer booklet and fill in the needs.)* (5 marks)

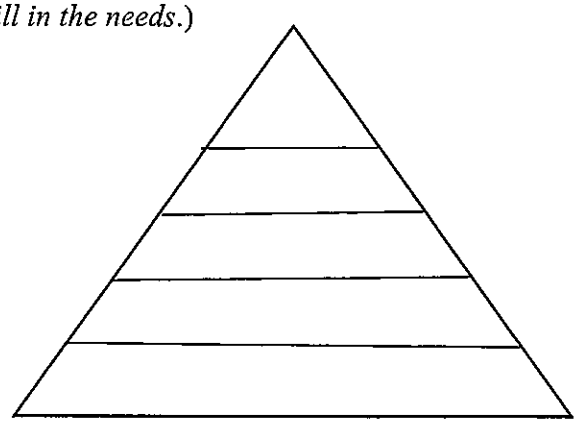

Figure 2

(b) Describe the following theories:
- (i) Theory X (2 marks)
- (ii) Theory Y (2 marks)

(c)
- (i) Define the 'Job Characteristics Model (JCM)'. (2 marks)
- (ii) Identify **FIVE (5)** core dimensions of the 'Job Characteristics Model (JCM)'. (5 marks)

Continued ...

(d) Raspberry Corporation's management feels that employees could be more motivated if appropriate reward programs are designed. Describe **TWO (2)** types of reward programs that could help Raspberry Corporation to maximize the motivation level of employees. (4 marks)

(Total: 20 marks)

End of Paper